

# **Section VII: Program 5000: Culture & Recreation**

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for culture & recreation services. It includes:

- 5100 Cary Memorial Library VII-3
- 5200 Recreation and Community Programs VII-9

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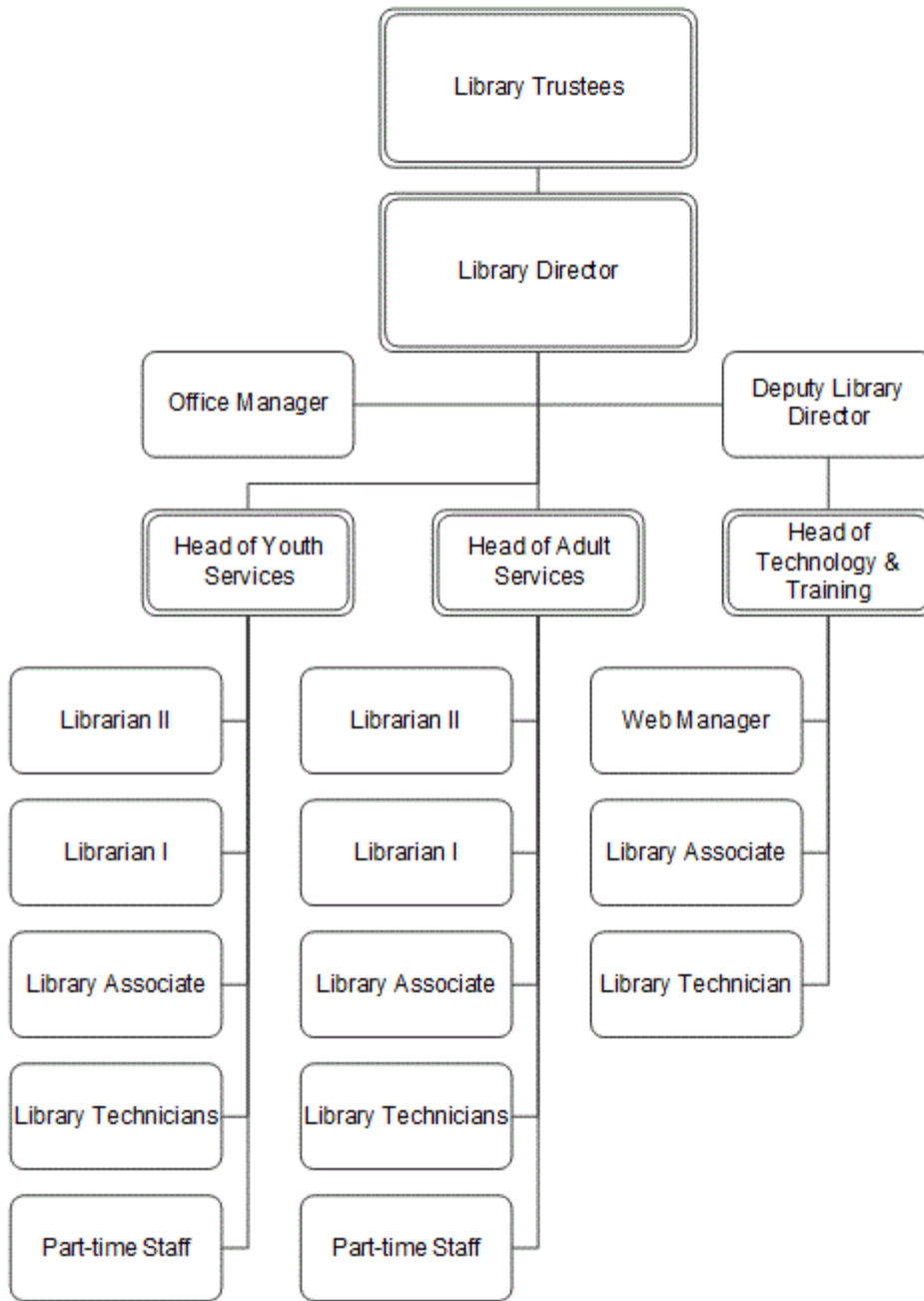
**Mission:** The Cary Memorial Library's mission is to ignite curiosity, engage minds, and connect our community.

**Budget Overview:** Cary Memorial Library is comprised of three divisions: Administration and General Services, Adult Services, and Youth Services.

- Administration and General Services includes administrative staff and webmaster salaries, as well as the supply, equipment, and Minuteman Library Network membership costs.
- Adult Services includes all adult library, technology, and bibliographic services staff as well as adult books and audiovisual materials.
- Youth Services includes all children's library staff and also includes library materials for children and teens.

**Departmental Initiatives:** Our Guiding Principles

1. Books, information, and so much more: We continue our 150-year-long tradition of providing books and other materials that reflect the needs and interests of Lexington residents. Though much has changed since our doors first opened in 1869, our essential function remains the same - to bring the world of information and ideas to you.
2. At the intersection of learning, making, and play: In recent years, educational research has increasingly shown that we learn best through experience - by making mistakes and trying again. In furthering this effort, we are expanding these types of learning opportunities, giving you more chances to build, create and play.
3. A place that works for everyone: We value the rich diversity of our community, and our commitment to equitable service for all is unwavering. Efforts to identify and remove barriers to access are ongoing - we are a work in progress.
4. With opportunities for human connection: In a world where technology is ever-present, we are committed to fostering human interactions. Sometimes that is as simple as providing comfortable chairs for a serendipitous meeting between old friends. Other times it takes the shape of an elaborate event with community partners and hundreds of guests. Large and small, these moments, shared among neighbors, strengthen the social fabric of Lexington.
5. A future as vibrant as our past: With more than a half million visitors each year, Cary Library is a cherished community asset and a source of civic pride. Stewardship of this resource requires equal attention to preservation and transformation.



# 5100 Cary Memorial Library

## Authorized/Appropriated Staffing:

	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>FY2022 Budget</b>	<b>FY2023 Request</b>
Library Director	1.0	1.0	1.0	1.0
Deputy Library Director*	1.0	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0	1.0
Head of Adult Services	1.0	1.0	1.0	1.0
Head of Youth Services	1.0	1.0	1.0	1.0
Head of Technology & Training*	—	—	1.0	1.0
Librarian I***	5.0	5.0	6.0	6.0
Librarian II*	5.0	5.0	4.0	4.0
Library Associates***	7.0	7.0	8.0	8.0
Library Technicians****	3.5	2.8	2.8	2.8
Library Technician II***, *****	7.0	8.0	6.0	6.0
Adult Pages*****	1.6	1.6	1.6	2.2
Student Pages*****	0.7	0.7	0.7	—
Seasonal/Sunday Substitutes	As Needed	As Needed	As Needed	As Needed
<b>Total FTE</b>	<b>34.8</b>	<b>35.1</b>	<b>36.1</b>	<b>36.0</b>
<b>Total FT/PT</b>	<b>26FT/23PT</b>	<b>27FT/22PT</b>	<b>28FT/22PT</b>	<b>28FT/22PT</b>

\*In FY2022, due to staff turnover, the Head of Technology role was broken out from the Deputy Library Director and re-established as a Department Head position. A Librarian II was assigned to the role.

\*\*In FY2022, Fall STM approved the transfer of the Library's dedicated webmaster from the Innovation & Technology budget to the Library budget.

\*\*\*In FY2022, two Library Technician IIs were reclassified to a Library Associate and a Librarian I.

\*\*\*\*A Program Improvement in FY2020 added hours to cover the Teen Room, resulting in an increase of 0.38 FTE. In FY2021, a program improvement transitioned a part-time Technician to a full-time Technician II.

\*\*\*\*\*In FY2023 all Pages will be combined under Adult Pages.

**Budget Recommendations:**

The FY2023 recommended General Fund Library budget is \$3,336,219, which is a \$179,871 or 5.70% increase from the FY2022 budget.

The General Fund operating budget for Compensation is \$2,637,708, and reflects a \$112,101 or 4.44% increase, which incorporates contractually obligated step increases and cost of living increases.

The General Fund operating budget for Expenses is \$698,511 and reflects a \$67,770 or 10.74% increase, which is primarily driven by inflationary increases for supplies and materials and contractual services.

To retain certification by the Massachusetts Board of Library Commissioners, the Library must expend the equivalent of 13 percent of its annual municipal appropriation on materials. Prior to FY2016, the Town’s appropriation had been less than one-half of this required amount, with the balance coming from the Library Foundation and Friends of the Library. In FY2016, the Town approved a program improvement request that substantially closed this funding gap. In FY2021, a program improvement added funding to the materials budget to achieve 100% funding, which is continued in FY2023 at 13.7%. This was precipitated by a change in the Minuteman Library Network renewal policy, which automatically renews overdue materials, if available, and has dramatically reduced revenues from fines which were primarily used for materials costs.

**Program Improvement Requests:**

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Full-Time Youth Services Librarian	\$ 69,456	\$ 17,411	\$ 86,867	\$ —	\$ —	\$ —	\$ 86,867
Library Fellowship	\$ 5,080	\$ 74	\$ 5,154	\$ —	\$ —	\$ —	\$ 5,154

# 5100 Cary Memorial Library

## Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ 179,871	5.70%
<b>Total 5100 Library</b>	<b>\$ 2,736,466</b>	<b>\$ 2,725,127</b>	<b>\$ 3,156,348</b>	<b>\$ 3,336,219</b>	<b>\$ 179,871</b>	<b>5.70%</b>

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 2,265,546	\$ 2,162,069	\$ 2,525,607	\$ 2,637,708	\$ 112,101	4.44%
Expenses	\$ 470,920	\$ 563,057	\$ 630,741	\$ 698,511	\$ 67,770	10.74%
<b>Total 5100 Library</b>	<b>\$ 2,736,466</b>	<b>\$ 2,725,127</b>	<b>\$ 3,156,348</b>	<b>\$ 3,336,219</b>	<b>\$ 179,871</b>	<b>5.70%</b>

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Total 5110 Admin. & General Services	\$ 493,941	\$ 522,196	\$ 592,832	\$ 654,704	\$ 61,872	10.44%
Total 5120 Adult Services	\$ 1,565,355	\$ 1,492,243	\$ 1,682,180	\$ 1,776,326	\$ 94,146	5.60%
Total 5130 Youth Services	\$ 677,170	\$ 710,687	\$ 881,336	\$ 905,189	\$ 23,853	2.71%
<b>Total 5100 Library</b>	<b>\$ 2,736,466</b>	<b>\$ 2,725,127</b>	<b>\$ 3,156,348</b>	<b>\$ 3,336,219</b>	<b>\$ 179,871</b>	<b>5.70%</b>

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 2,223,069	\$ 2,161,492	\$ 2,462,578	\$ 2,572,582	\$ 110,004	4.47%
Prior Year Retro Payments	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime (Sunday Premium)	\$ 42,477	\$ 578	\$ 63,029	\$ 65,126	\$ 2,097	3.33%
<i>Personal Services</i>	<i>\$ 2,265,546</i>	<i>\$ 2,162,069</i>	<i>\$ 2,525,607</i>	<i>\$ 2,637,708</i>	<i>\$ 112,101</i>	<i>4.44%</i>
Contractual Services	\$ 121,295	\$ 124,486	\$ 141,111	\$ 160,752	\$ 19,641	13.92%
Utilities	\$ 8,153	\$ 7,353	\$ 8,200	\$ 5,000	\$ (3,200)	-39.02%
Supplies	\$ 313,613	\$ 392,521	\$ 441,430	\$ 492,759	\$ 51,329	11.63%
Small Capital	\$ 27,859	\$ 38,697	\$ 40,000	\$ 40,000	\$ —	—%
<i>Expenses</i>	<i>\$ 470,920</i>	<i>\$ 563,057</i>	<i>\$ 630,741</i>	<i>\$ 698,511</i>	<i>\$ 67,770</i>	<i>10.74%</i>
<b>Total 5100 Library</b>	<b>\$ 2,736,466</b>	<b>\$ 2,725,127</b>	<b>\$ 3,156,348</b>	<b>\$ 3,336,219</b>	<b>\$ 179,871</b>	<b>5.70%</b>

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**Mission:** The Department of Recreation and Community Programs strives to provide the community opportunities to engage in quality, inclusive and accessible programs and services.

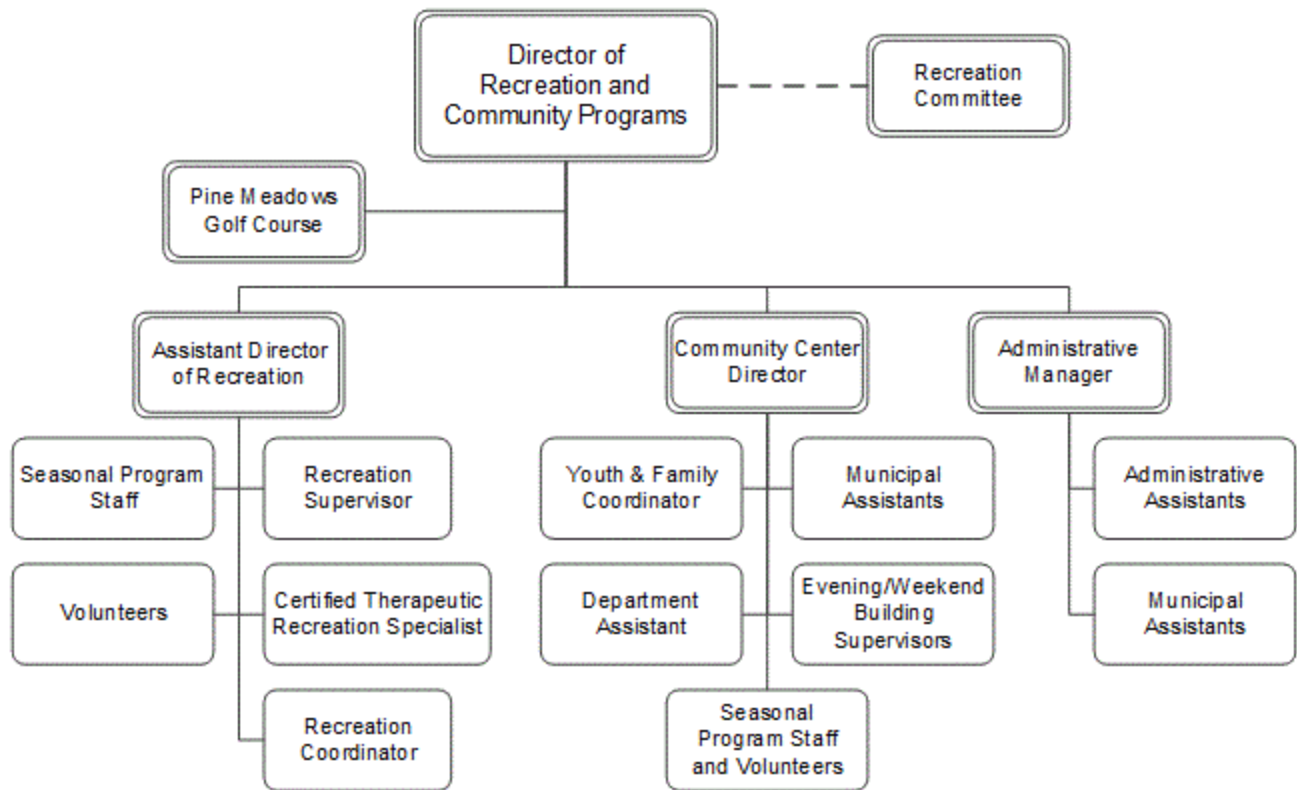
**Budget Overview:** The Department operates as an Enterprise Fund whereby program and facility fees must cover the direct cost of operations including all full- and part-time staff and program, services and facility expenses including supplies, equipment, utilities and wages/overhead. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. The Director of Recreation and Community Programs, through the Recreation Committee, sets program fees with the approval of the Select Board. The operating budget supports staff who manage and deliver programs along with the supplies and equipment needed to operate those programs and services in addition to seven full-time staff. The Enterprise Fund is comprised of four divisions: Recreation, Pine Meadows Golf Club, Community Center and the Administrative Division. The Administrative Division was created in FY2020 to centralize administrative support for the business aspects within the Recreation, Pine Meadows and Community Center operations.

Program revenues (Recreation, Pine Meadows Golf Club and Community Center) also help fund Capital Improvement Projects. In FY2023, the Department's contribution to the General Fund to cover the costs of employee benefits and indirect services has been reintroduced. Staff will be working to provide options for alternative funding models for the Department to the Fiscal Guideline Working Group. That model may be implemented as soon as FY2024.

The Department offers a wide variety of leisure, socialization and recreational opportunities for individuals of all ages and abilities. Staff plan, schedule and coordinate programs, activities and special events at Outdoor Recreation Facilities such as, parks, playgrounds, athletic fields, tennis and basketball courts, the Town Pool, Old Reservoir and Pine Meadows Golf Club. Other outdoor resources include Conservation and Open Spaces. Additionally, the indoor facilities the department utilize include the Community Center, the Public Schools, off-site and out-of-town venues.

## **Departmental Initiatives:**

1. Implement the Key Findings of the 2020 Town of Lexington Community Needs Assessment along with the recommendations from the 2017 Recreation Facilities ADA Compliance Study in the development of the operational and capital improvement planning for the future needs of the community.
2. Recommend and implement Key Findings of the 2021 Athletic Fields Feasibility Study.
3. Continue the growth and implementation of the department's therapeutic, adaptive and inclusive recreation programming.
4. Explore alternative funding sources for the Recreation and Community Programs Department in order to sustain the Recreation Enterprise Fund and operations.
5. Support Townwide cultural and historic events.
6. Support Townwide diversity equity and inclusion initiatives.



Note: Pine Meadows staffing is provided via contractual services.  
Oversight is provided by the Director of Recreation and Community Programs.

# 5200 Recreation & Community Programs

## Authorized/Appropriated Staffing

<b>Element: 5210 Administration</b>	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>FY2022 Budget</b>	<b>FY2023 Request</b>
Director of Recreation and Community Programs	1	1	1	1
Administrative Manager	1	1	1	1
Municipal Assistant*	0.68	—	—	—
Administrative Assistant**	2	1.8	1.8	1.8
<b>Subtotal FTE</b>	<b>4.68</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>

<b>Subtotal FT/PT</b>	<b>4FT/2PT</b>	<b>4FT/2PT</b>	<b>3FT/1PT</b>	<b>3FT/1PT</b>
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<b>Element: 5220 Recreation</b>	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>FY2022 Budget</b>	<b>FY2023 Request</b>
Assistant Director	1	1	1	1
Recreation Supervisor	1	1	1	1
Recreation Coordinator***	—	—	—	0.4
Certified Therapeutic Recreation Specialist****	0.34	1	1	1
Seasonal (Part-time)	225+/-	225+/-	225+/-	225+/-
<b>Subtotal FTE</b>	<b>2.34</b>	<b>3.0</b>	<b>3.0</b>	<b>3.4</b>

<b>Subtotal FT/PT</b>	<b>2FT/1PT</b>	<b>2FT/1PT</b>	<b>3FT/0PT</b>	<b>3FT/1PT</b>
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<b>Element: 5240 Community Center</b>	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>FY2022 Budget</b>	<b>FY2023 Request</b>
Community Center Director	1	1	1	1
Youth & Family Coordinator	1	1	1	1
Department Assistant	1	1	1	1
Municipal Assistant (3, PT)*	1	—	1	1
Building Supervisor (2, PT)*	1	—	1	1
Seasonal (Part-time)	50+/-	50+/-	50+/-	50+/-
<b>Subtotal FTE</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>5</b>

<b>Subtotal FT/PT</b>	<b>3 FT/4 PT</b>	<b>3 FT/0 PT</b>	<b>3 FT/5 PT</b>	<b>3 FT/5 PT</b>
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<b>Total FTE</b>	<b>12.02</b>	<b>9.8</b>	<b>11.8</b>	<b>12.2</b>
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<b>Total FT/PT</b>	<b>9FT/7PT + Seasonal</b>	<b>9FT/7PT + Seasonal</b>	<b>10FT/6PT + Seasonal</b>	<b>10FT/7PT + Seasonal</b>
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\*In FY2021, in light of the Community Center being closed, a number of staff were furloughed.

\*\*The incumbent in the Administrative Assistant role has requested a 4-day schedule.

\*\*\*A part-time Recreation Coordinator is requested as a program improvement in FY2023.

\*\*\*\*In FY2019, a part-time Certified Therapeutic Recreation Specialist was added to staff for the full year. In FY2021, the position was expanded to full-time.

# 5200 Recreation & Community Programs

## Budget Recommendations:

The FY2023 recommended budget for the Department of Recreation and Community Programs - comprised of four divisions: Pine Meadows Golf, Recreation, Community Center and Administrative - is \$3,425,097. The recommended budget is an increase of \$835,161 or 32.25% from the FY2022 budget, which anticipated a slow resumption of pre-pandemic activity levels.

It should be noted that the Recreation and Community Programs Department operating budget has historically been supported solely from program fees. In FY2016, with the opening of the Community Center, the tax levy began to contribute the equivalent of the wages and benefits for the three full-time employees who are most closely involved with managing the Community Center operations and programming. This will continue in FY2023, with \$242,790 being proposed in General Fund support of Community Center wages.

The Community Center provides free drop-in programs and opportunities to promote social, emotional, and cognitive well-being and wellness for residents of all ages and abilities. It provides residents with a wide variety of programs that are fun, educational and life-enriching. The Community Center provides opportunities and access to all residents that are generally not supported through fees, in addition to many programs, activities and services that may require a fee. The customer service counter at the Center supports the Community Center, including the operations of the Human Services and the Recreation & Community Programs Departments, allowing for one-stop shopping for services and programs.

The recommended budget for Compensation is \$1,567,753, which is a \$225,552 or 16.80% increase from the FY2022 budget, and reflects a return to more comprehensive programming, as well as step increases, cost-of-living adjustments, and a rate increase for Seasonal staff commensurate with the January 2022 state minimum wage increase.

The recommended budget for Expenses is \$1,571,240 and reflects a \$323,505 or 25.93% increase from the FY2022 budget, primarily due to the introduction of new programming and the ability to resume offering a wide, diverse and accessible variety of in-person and virtual recreational programming for the community, post-pandemic. The recommended budget for the operation of the Pine Meadows Golf Course is \$550,800 and reflects a net increase of \$3,000 or 0.55%. The current course management contract was awarded in December 2018 for a contract period of 3 years beginning January 2019 through December 2021, with options for annual renewals through December 2023.

## Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Community Center Furniture	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ —	\$ —	\$ 25,000
Community Center Generator	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Vehicle Replacement	\$ 47,000	\$ —	\$ 47,000	\$ 47,000	\$ —	\$ 47,000	\$ —
Part-time Recreation Coordinator	\$ 25,000	\$ 363	\$ 25,363	\$ 25,000	\$ 363	\$ 25,363	\$ —
Program Guide - Mailing & Printing	\$ 55,000	\$ —	\$ 55,000	\$ 55,000	\$ —	\$ 55,000	\$ —

# 5200 Recreation & Community Programs

Program: Culture & Recreation  
Town of Lexington, MA

## Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 208,859	\$ 618,916	\$ 509,215	\$ 242,790	\$ (266,425)	-52.32%
Enterprise Funds						
Retained Earnings	\$ 375,000	\$ 375,000	\$ —	\$ 375,000	\$ 375,000	—%
Recreation User Charges	\$ 759,909	\$ 1,062,285	\$ 1,026,718	\$ 1,461,752	\$ 435,034	42.37%
Community Center User Charges	\$ 372,293	\$ 252,313	\$ 297,655	\$ 445,555	\$ 147,900	49.69%
Golf User Charges	\$ 759,738	\$ 1,162,256	\$ 756,348	\$ 900,000	\$ 143,652	18.99%
Investment Income	\$ 8,176	\$ 3,206	\$ —	\$ —	\$ —	—%
<b>Total 5200 Recreation</b>	<b>\$ 2,483,975</b>	<b>\$ 3,473,975</b>	<b>\$ 2,589,936</b>	<b>\$ 3,425,097</b>	<b>\$ 835,161</b>	<b>32.25%</b>

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,246,075	\$ 896,659	\$ 1,342,201	\$ 1,567,753	\$ 225,552	16.80%
Expenses	\$ 1,048,005	\$ 892,248	\$ 1,247,735	\$ 1,571,240	\$ 323,505	25.93%
Debt Service	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Indirect Costs (Trans. to Gen. Fund)	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ 286,104	—%
<b>Total 5200 Recreation</b>	<b>\$ 2,563,760</b>	<b>\$ 2,066,677</b>	<b>\$ 2,589,936</b>	<b>\$ 3,425,097</b>	<b>\$ 835,161</b>	<b>32.25%</b>

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 5210 Administration	\$ 422,614	\$ 367,309	\$ 413,114	\$ 532,078	\$ 118,964	28.80%
Total 5220 Recreation	\$ 862,440	\$ 544,972	\$ 1,100,745	\$ 1,426,153	\$ 325,408	29.56%
Total 5230 Pine Meadows	\$ 444,270	\$ 526,933	\$ 547,800	\$ 550,800	\$ 3,000	0.55%
Total 5240 Community Center	\$ 564,755	\$ 349,692	\$ 528,277	\$ 629,962	\$ 101,685	19.25%
Indirect Costs	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ 286,104	—%
<b>Total 5200 Recreation</b>	<b>\$ 2,563,760</b>	<b>\$ 2,066,677</b>	<b>\$ 2,589,936</b>	<b>\$ 3,425,097</b>	<b>\$ 835,161</b>	<b>32.25%</b>

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,245,956	\$ 896,567	\$ 1,342,201	\$ 1,567,753	\$ 225,552	16.80%
Overtime	\$ 118	\$ 92	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 1,246,075</i>	<i>\$ 896,659</i>	<i>\$ 1,342,201</i>	<i>\$ 1,567,753</i>	<i>\$ 225,552</i>	<i>16.80%</i>
Contractual Services	\$ 952,915	\$ 802,222	\$ 1,050,840	\$ 1,278,350	\$ 227,510	21.65%
Utilities	\$ 49,837	\$ 39,636	\$ 82,850	\$ 95,385	\$ 12,535	15.13%
Supplies	\$ 45,252	\$ 50,389	\$ 107,045	\$ 133,505	\$ 26,460	24.72%
Small Capital	\$ —	\$ —	\$ 7,000	\$ 64,000	\$ 57,000	814.29%
<i>Expenses</i>	<i>\$ 1,048,005</i>	<i>\$ 892,248</i>	<i>\$ 1,247,735</i>	<i>\$ 1,571,240</i>	<i>\$ 323,505</i>	<i>25.93%</i>
Debt	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Indirect	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ 286,104	—%
<b>Total 5200 Recreation</b>	<b>\$ 2,563,760</b>	<b>\$ 2,066,677</b>	<b>\$ 2,589,936</b>	<b>\$ 3,425,097</b>	<b>\$ 835,161</b>	<b>32.25%</b>